

DIRECTORATE OF HUMAN RESOURCES

CUSTOMER SERVICE PLAN



***ALWAYS STRIVING FOR EXCELLENCE
IN
CUSTOMER SERVICE***

DIRECTORATE OF HUMAN RESOURCES (DHR)

CUSTOMER SERVICE PLAN

DIRECTOR'S VISION: To be the best Human Resources Services provider in the Army. Look for ways to improve performance and customer service. Seek training opportunities for all civil service and contract employees of the DHR (e.g., customer service, performance, professional development, etc.) and reward employees who excel in performance and customer service. We will strive to continuously improve our quality of service by welcoming and valuing feedback on our performance from our customers.

MISSION: Stress the importance of creating a holistic customer service culture by beginning with upper-level management and actualizing this goal among all staff including frontline personnel. The framework for the customer service culture at DHR includes learning what the customers want; implementing steps to provide for those wants; equipping frontline employees with training, information, empowerment, and motivation; and monitoring success through customer and employee feedback mechanisms.

PURPOSE: To provide excellence in customer service through a positive and friendly attitude to all customers and employees through this comprehensive plan. This plan reaffirms the DHR pledge to serve its customers with excellence. It outlines our responsibility to work with customers to improve the practical value of the information and services that it provides, as well as improving the delivery mechanisms used to distribute these. This plan reminds DHR civil service and contract employees of the importance of interacting proactively with customers, identifying their needs, and integrating these needs into program planning and implementation.

GOALS: Our goals are to be responsive, respectful, courteous, and concerned about our customers' needs and desires (including directing them to another department for questions out of our area), and serving them in a positive manner. Another goal is to be a user-friendly directorate that is innovative and proactive to provide answers and direction to the needs of our customers using quality systems and friendly, hospitable service.

CUSTOMER DEFINITION: All persons to whom the DHR provides a service or information.

CUSTOMER SERVICE: Customer service is meeting the needs and expectations of the customers as defined by the customer. "Meeting the needs and expectations of the customer" means you know what your customers want, what they expect, and you provide that to them on a consistent basis. Reduced to its simplest terms, good customer service actually consists of nothing more, and certainly nothing less, than treating customers and prospective customers as we ourselves want to be treated.

MANAGEMENT’S COMMITMENT: Commitment from management to the objectives of a first-rate customer service program is vital. The management team, from the DHR on down, will be role models if changes in employee behavior are expected. Management will uphold the customer service program with continuous training and reinforcement.

EMPLOYEE RESPONSIBILITIES: Consistently providing good customer service is very much a “team” effort. Every single work center, every single employee in the DHR must thoroughly believe in and be absolutely committed to the effort, as well as be supportive of other “team” members. Oftentimes that means taking personal initiative when and if it’s required, not “passing the buck” to other members of the team. In an organization dedicated to good customer service, there is no place whatsoever for an attitude of “that’s not my job.”

MEASURING CUSTOMER SERVICE: Customer service is an inexact science full of intangibles that are difficult to measure. However, there are ways to measure elements of customer service--answering a phone call by the third ring, speed efficiency in resolving the customer’s problem or issue, response time, fixing it right the first time, and follow through. We know, no matter how good your customer service operation, you can’t please all of the people all the time. But that’s not going to keep us from trying, which will ensure that customer service will continue to be one of the most critical components for conducting business within the DHR.

CUSTOMER INTERACTION: All employees must understand that the customer expects:

- **RELIABILITY** – The ability to provide what was promised: dependably, accurately and timely.
- **ASSURANCE** – The knowledge and courtesy you show to customers and your ability to convey trust, competence and confidence.
- **TANGIBLES** – The physical facilities and equipment and your own (and others) physical appearance.
- **EMPATHY** – The degree of caring and individual attention you show.
- **RESPONSIVENESS** – The willingness to help customers promptly.

EMPLOYEE AND MANAGER TRAINING: A formal training program was developed and all DHR civil service and contract employees participate in classes to promote the customer service philosophy. Also, college/university, Department of Veterans Affairs, and SC Employment Security Commission employees can voluntarily and are highly encouraged to participate in the DHR’s customer service training. Our customer service training will focus on three main objectives:

1. Sharpen customer service skills by teaching techniques to meet customer expectations through a positive image, teamwork, customer care, professional performance and problem solving.
2. Generate a level of performance and commitment that develops an excellent service culture through pride and professionalism.
3. Provide a means of teaching employees through easy-to-learn, easy-to-remember steps to deal with customer situations and solve frustrating problems that come up in everyday encounters.

Training will allow the managers to build on the skills their employees learned by exploring and discussing ways in which they can support and lead their teams by focusing on four main objectives:

1. Setting **Quality Service Standards**.
2. Using **Feedback** techniques to meet customer needs.
3. **Empowering** employees to meet customer needs.
4. Developing **Teamwork** within the activity (installation).

The training covers the mission statement, internal/external customer expectations, resolution skills, and other information that supports a customer-focused environment. These trainings will be held on a regular basis to educate new employees, as well as remind current employees, on the importance of this program. Classes for new civil service and contract employees are held the first month of each quarter. New civil service and contract employees must attend the first class available after commencing work within the DHR. All DHR civil service and contract employees will attend refresher training on an annual basis. Refresher training classes for all employees are held the second and third months of each quarter. All DHR civil service and contract employees must attend a refresher class within one month of the anniversary of their last customer service training class. Training will be conducted the last Monday of each month. Attached is the Customer Service Training Plan.

RECOGNITION AND REWARD: Recognition of DHR civil service and contract employees who provide exemplary service is an important part of implementation of this plan. The DHR has implemented a Customer Service Recognition Awards program to recognize employees who are providing superior customer service. When divisions, work centers or employees are recognized telephonically or through the Interactive Customer Evaluation (ICE) for providing outstanding customer service, the Director presents them with a Memorandum of Appreciation. Employees who receive 10 or more Memorandums of Appreciation will receive a DHR certificate.

STANDARDS OF EXCELLENCE: The Directorate of Human Resources created a Standards of Excellence that is posted in the entranceway to each Work Center. Also, posted next to the Standards of Excellence is a framed picture of the Work Center Supervisors.

CUSTOMER FEEDBACK/COMPLAINTS: Requesting customer evaluation of our performance will prove invaluable in improving performance. Customer feedback is accepted verbally, in writing, telephonically, and through web based ICE system. Customers can make recommendations for improvements and request feedback on action taken on their comments. The DHR's Quality Assurance Evaluators (QAE) must validate each customer complaint submitted against the Adjutant General, Army Substance Abuse Program (ASAP), Administrative Services Division (ASD), Army Career and Alumni Program (ACAP) Manager, the Education Services Officer and Education Specialist, before corrective action can be taken. The QAE will conduct an inquiry into all customer complaints within 72 hours of receipt. The QAE will provide feedback, if requested, to the customer.

When the Quality Assurance Evaluators (QAE) Team conducts inquiries into dissatisfied comment cards received for ACAP, ACES and ASAP the following procedures will be followed: When the comment card involves employees of the ACAP contract, the Transition Services Manager (TSM) and Contract Installation Manager (CIM) will be present during the inquiry. When the comment involves employees of the ACES contract, the Education Services Officer (ESO) and/or the Contract Officer's Technical Representative (COTR) and Contract Site Manager (CSM) will be present during the inquiry. When the comment involves employees of one of the colleges/universities in ACES, the Education Services Officer and the college/university supervisor will be present during the inquiry. When the comment card involves employees of the ACAP contract, the Alcohol/Drug Control Officer (ADCO) will be present during the inquiry. When the inquiry is completed (within 72 hours of receipt), the QAE team submits the findings and recommendations through the DHR to the TSM, ESO or ADCO for action. The QAE Team will provide feedback, if requested, to the customer. The TSM or ESO will submit through the DHR to the QAE Team a written report of actions taken.

SECRET CUSTOMER FEEDBACK: As part of our customer service initiatives, the QAE/QC will randomly select a customer and gather feedback on their experience in the DHR. The idea is not to try to set any work center, activity or employee up for failure. The information will not be reported through the Interactive Customer Evaluation (ICE). The Secret Customer Feedback initiative will be an internal tool used to assess how we respond to our customers. The Secret Customer Feedback will work as follows:

- a. A secret customer will be selected by the QAE/QC team to go a selected work center for service. The services requested will be legitimated and needed by the customer.
- b. The customer will be asked to meet with the QAE/QC and rate the quality of service, timeliness of services and employees attitude.

- c. The QAE/QC will provide a summary to the DHR.
- e. Once reviewed by the DHR, feedback will be provided to the work center supervisors.
- f. If negative feedback is provided by the customer, the QAE/QC will conduct an inquiry and provide feedback to the DHR.
- g. Results of the inquiry will be provided to the work center/activity supervisors/managers for corrective action.

**STANDARDS
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SERVICES:

**FRIENDLY, CARING, DEDICATED AND PROFESSIONAL STAFF.
COURTEOUS, EFFICIENT AND EFFECTIVE SERVICE.**

STANDARD:

**THE CUSTOMER WILL BE GREETED WITHIN THREE TO
EIGHT MINUTES AFTER ENTRY INTO THE OFFICE AND WILL
BE INFORMED OF APPROXIMATE WAITING TIME. THE
CUSTOMER WILL BE EXPEDITIOUSLY PROCESSED.**

EVALUATION:

**IF NOT COMPLETELY SATISFIED WITH THE SERVICES
PROVIDED PLEASE NOTIFY:**

QAE/QC	751-7131/5497
PROJECT MANAGER	751-7535
DHR/AG	751-7115
DIRECTOR	751-3607
GARRISON COMMANDER	751-7613
DIAL-A-BOSS	751-7000

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PROVIDED PLEASE NOTIFY:**

QAE/QC	751-7131/5497
ASAP CHIEF	751-5007/7983
DHR/AG	751-7115
DIRECTOR	751-3607
GARRISON COMMANDER	751-7613
DIAL-A-BOSS	751-7000

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PROVIDED PLEASE NOTIFY:**

QAE/QC	751-7131/5497
ACAP MANAGER	751-6062/1723
DHR/AG	751-7115
DIRECTOR	751-3607
GARRISON COMMANDER	751-7613
DIAL-A-BOSS	751-7000

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QAE/QC	751-7131/5497
EDUCATION OFFICER	751-7209
DHR/AG	751-7115
DIRECTOR	751-3607
GARRISON COMMANDER	751-7613
DIAL-A-BOSS	751-7000

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EVALUATION:

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QAE/QC	751-7131/5497
ASD MANAGER	751-5335
DHR/AG	751-7115
DIRECTOR	751-3607
GARRISON COMMANDER	751-7613
DIAL-A-BOSS	751-7000